



**Regent Candidate Advisory Council**  
**Report to the Minnesota Legislature**  
**1991**

**85 State Office Building, St. Paul, MN 55155**  
**(612) 297-3697**

To the President of the Senate and the Speaker of the House:

In 1988 the Minnesota Legislature adopted Minnesota Statute 137.0245, a copy of which (as amended) is attached as Exhibit 1. This statute established the Regent Candidate Advisory Council (the "Council") consisting of 24 individuals who were to be appointed to staggered 6 year terms, one-half by the Subcommittee on Committees of the Committee on Rules and Administration of the Senate and one-half by the Speaker of the House of Representatives.

This statute directed the Council, in consultation with current and former regents and the administration of the University of Minnesota, to develop criteria for the selection of regents, to prepare a description of regent responsibilities and duties, to identify and recruit qualified candidates, and to recommend at least two and not more than four candidates for each position to be filled by the Legislature. The statute provides for the submission of the Council's report by March 15th of each odd numbered year.

Pursuant to this legislation, in 1989, and following numerous committee and full Council meetings, substantial publicity of its efforts, public hearings, other extensive recruitment efforts and consultation with a host of legislators, sitting and former regents, University officials and others, the Council selected 48 individuals for personal interview. The Council then recommended four candidates for each of the four regent positions to be filled by the Legislature during its 1989 session.

The Council was extremely pleased with the quality of the applicants and with those ultimately selected for recommendation. It was gratified that the Legislature selected all four

regents from the sixteen candidates the Council had recommended.

The Council began meeting again in May of 1989, shortly following the conclusion of the legislative session. It selected Kenneth Dayton as its Chair and Kathy Gaalswyk, Emily Anne Staples, and Tom Swain to continue as Vice Chairs. Dr. Melvin George, the Council's first Chair, asked that he not be considered for re-election. Current Council membership is shown in Exhibit 2.

Since that meeting in May of 1989, the Council has held 15 meetings and its five committees have met frequently. A number of documents have been developed or revised to guide the Council's own actions or otherwise respond to its legislative mandate. The following is a list of these Council developed documents, which are attached as exhibits:

Exhibit 3 - Procedural Rules

Exhibit 4 - Fact Sheet

Exhibit 5 - Statement re. Board of Regent Responsibilities

Exhibit 6 - Statement re. Criteria for University Regents

Exhibit 7 - Statement re. Individual Regent Responsibilities

Exhibit 8 - Application form for University of Minnesota Board of Regents.

Exhibit 9 - Guidelines for Conduct by Members of the Council

Exhibit 10 - Candidate Conflict of Interest Statement

Exhibit 11 - Policy on Legislative Communications

Exhibit 12 - Selection Procedures for Recommendation of Candidates to the Legislature

The Council is committed to the concept of both diversity (see Exhibit 13 for the

Council's Statement of Diversity) and excellence in its selections. It has reaffirmed its previously adopted policy of being guided in its deliberations and recommendations by a two term limit.

Members of the Council and its chair participated in a variety of radio and television interviews, distributed press releases to hundreds of media sources, had a substantial volume of communications and personal visits with past and present regents, legislators community leaders and various other members of the public, and engaged in numerous other efforts to give publicity to the Council's search for qualified candidates. In addition, public meetings and hearings were held in 18 locations in the four congressional districts where terms of present regents are expiring. The list of these locations and dates is attached as Exhibit 14.

In its attempt to learn from past experience, the Council surveyed all previous applicants and arranged for a Council member to confer with each of the applicants who had been interviewed for the vacancies which were filled in 1989. It also surveyed all members of the Legislature for their views and suggestions concerning the process and the manner in which the Council had carried out its duties. Exhibit 15 is a copy of this survey questionnaire and Exhibit 16 is a summary of the results of this survey.

The Council is pleased to report that its efforts resulted in the submission of 132 applications from extraordinarily well-qualified individuals from the four congressional districts where regent terms expire this year. It is a tribute to the University that so many excellent candidates came forward to indicate their willingness to serve in this prestigious, but non-paying position.

The following is a breakdown by district of the number of applications received:

1st Congressional District - 36

4th Congressional District - 49

6th Congressional District - 31

7th Congressional District - 16

TOTAL 132

The difficult selection task was begun by picking 47 applicants for personal interview. Four of these individuals withdrew prior to interview. Approximately one-third of the candidates from each district were interviewed, except for the 7th District, where a higher proportion was interviewed due to the smaller number of applicants. The names of those interviewed, by congressional district, is attached as Exhibit 17. Interviews were conducted between February 27th and March 5th, with each candidate allotted 30 minutes, including a 10 minute statement to the Council and a 20 minute question and answer period. Each such candidate was given two questionnaires to complete prior to interview. The first asked for a self-assessment of how the candidate satisfied the criteria for University regent. The second asked for the individual's comments on the list of individual trustee responsibilities. Each person selected for interview also was asked to designate three people with whom they have worked on boards or comparable governing bodies to assess their performance by using the same instruments. Copies of these questionnaires are attached as Exhibits 18 and 19. The

accompanying letter of explanation to candidates is attached as Exhibit 20. Members of the Council also communicated with many of the individuals listed by the candidates as references and sought information about the candidates from others who knew them.

On March 8th The Council met to make final recommendations to the Legislature. There were so many excellent candidates from each district that making the selection decisions was extremely difficult. While the number of well-qualified candidates made for hard choices, it resulted in a list of outstanding candidates, which the Council is proud and pleased to submit to the Legislature. The following is the list, by congressional district, of the candidates recommended for consideration for election as University of Minnesota regents.

- District 1: James H. Manahan, Mankato  
H. Bryan Neel, III, Rochester  
Karen E. Nielson, Winona  
Nedra M. Wicks, Rochester
- District 4: David L. Beaulieu, St. Paul  
Arthur William (Bill) Sands, Jr., St. Paul  
Ann Wynia, St. Paul  
Bilaine (Billie) W. Young, St. Paul
- District 6: Wendell R. Anderson, Wayzata  
Michael E. Hart, Forest Lake  
Christine Anderson Morrison, Wayzata  
Gerald W. Timm, Deephaven
- District 7: Gretchen U. Beito, Thief River Falls  
Jay D. Myster, Fergus Falls  
Mary N. Preisler, Bejou  
Stanley D. Sahlstrom, St. Cloud

The application forms and accompanying data submitted by each of these candidates have been delivered to the chairs of the Senate and House Education Committees and to the conveners of the appropriate congressional district caucuses. Copies of these applications have been delivered with this report to every member of the Legislature. In addition, all of these documents and interview tapes are available in the office of the Legislative Coordinating Commission.

When a vacancy in a regent position occurs during the legislative interim, it is the duty of the Governor to appoint a replacement. In anticipation of possible requests from the Governor's office for assistance in filling such vacancies, the Council adopted a plan for action in response to such requests. The plan is attached as Exhibit 21. Governor Perpich was advised of the Council's offer of such help and Governor Carlson will be so advised.

There were so many individuals who aided the Council in its efforts, that it is not possible to list them all, but we especially thank Janet Lund, Director of the Legislative Coordinating Commission, and Barbara Patterson and Mary Ryan, staff assistants and Barbara Muesing, Executive Director and Corporate Secretary for the Board of Regents for all of their assistance. The Council believes the large number of highly qualified candidates who have come forward and indicated their willingness to serve has confirmed the Legislature's wisdom and farsightedness in adopting this new, and we believe improved, method of seeking out and selecting candidates for University of Minnesota Regent positions.

Finally, we thank the Legislature and those responsible for our appointments for this most interesting and most challenging opportunity for public service.

Respectfully submitted,

Regent Candidate Advisory Council

Kenneth N. Dayton, Chair

**EXHIBITS**

Laws 1988, Chapter 703, Sec. 16. (S.F. 2569)

Passed by Legislature April 19, 1988. Signed by the Governor April 28, 1988. Effective April 29, 1988. Amended by laws 1990, Chapter 383 (S.F. 2159). Passed by the Legislature March 26, 1990. Signed by the Governor April 3, 1990.

**Sec. 16. [137.0245] [REGENT CANDIDATE ADVISORY COUNCIL.]**

Subdivision 1. [ESTABLISHMENT.] A regent candidate advisory council is established to assist the legislature in determining criteria for, and identifying and recruiting qualified candidates for membership on the board of regents.

Subd. 2. [MEMBERSHIP.] The regent candidate advisory council shall consist of 24 members. Twelve members shall be appointed by the subcommittee on committees of the committee on rules and administration of the senate. Twelve members shall be appointed by the speaker of the house of representatives. No more than one-third of the members appointed by each appointing authority may be current or former legislators. No more than two-thirds of the members appointed by each appointing authority may belong to the same political party; however, political activity or affiliation is not required for the appointment of any member. Geographical representation must be taken into consideration when making appointments. Section 15.0575 shall govern the advisory council, except that the members shall be appointed to six-year terms with one-third appointed each even-numbered year.

Subd. 3. [DUTIES.] The advisory council shall:

(1) develop, in consultation with current and former regents and the administration of the University of Minnesota, a statement of the selection criteria to be applied and a description of the responsibilities and duties of a regent, and shall distribute this to potential candidates; and

(2) for each position on the board, identify and recruit qualified candidates for the board of regents, based on the background and experience of the candidates, and their potential for discharging the responsibilities of a member of the board of regents.

Subd. 4. [RECOMMENDATIONS.] The advisory council shall recommend at least two and not more than four candidates. By March 15 of each odd-numbered year, the advisory council shall submit its recommendations to the president of the senate and the speaker of the house of representatives. The legislature shall not be bound by these recommendations.

Subd. 5. [SUPPORT SERVICES.] The legislative coordinating commission shall provide administrative and support services for the advisory council.

**Sec. 17. [INITIAL TERMS.]**

By September 1, 1988, each appointing authority shall appoint four members to terms that expire January 1990, four members to terms that expire January 1992, and four members to terms that expire January 1994.

Exhibit 2

Listed below are the 24 appointees for the Regent Candidate Advisory Council (in alphabetical order). Members of the Council serve staggered six year terms. As required by law, the group is bi-partisan and represents all areas of Minnesota.

Elmer L. Andersen (term expires in 1992) of Arden Hills, MN. He provides a lifetime of experience at the University and in government. He served as a state legislator and then as Governor of Minnesota in the 1960s. He was a regent at the University and then chair of the Board of Regents following his term as governor.

Jane Belau (term expires in 1994) of Rochester, MN. She has experience in education associations and in a corporation. She is a vice president of Control Data Corporation and is a board member of the University Graduate School Board of Advisors.

Kenneth N. Dayton (term expires in 1994) of Wayzata, MN, is the former Chairman and CEO of Dayton Hudson Corporation. He is a director and former chairman of American Public Radio, a trustee of the J. Paul Getty Trust, and a director and former president of the Minnesota Orchestra Association.

Dr. Albert V. deLeon (term expires in 1996) of St. Paul, MN. He became the first permanent Executive Director of the Council on Asian-Pacific Minnesotans in 1986. He has served as executive director of human resource agencies in both Arizona and Colorado and has served on the faculty of California State University, the University of San Diego and the U.S. International University in San Diego.

Kathy Gaalswyk (term expires in 1996) of Pillager, MN. She is executive director of the Central Minnesota Initiative Fund, a philanthropic organization that has provided grants and loans for community and economic development projects in 14 Central Minnesota counties. She also spent five years as executive director of the Region 5 Regional Development Commission.

Melvin George (term expires in 1994) of Northfield, MN. He has experience in managing both public and private education institutions of all sizes. The president of St. Olaf College in Northfield since 1985, Mel was vice president of the University of Missouri system (with 52,000 students) for ten years and while there worked closely with a public governing board similar to the Board of Regents.

Bruce Hamnes (term expires in 1996) of Stephen, MN. He is the founder and general manager of a seed company in Stephen and runs the Hamnes family farm operation. His knowledge of business and rural issues has helped him serve for several national agricultural and community development groups.

Robert Hines (term expires in 1992) of Alexandria, MN. He has management experience from several years as a local businessman, and he has been involved in several Alexandria-area community development projects.

Ezell Jones (term expires in 1992) of Eden Prairie, MN. He is Chair and CEO of Premier Resource Group, an insurance brokerage firm. He serves on the boards of the YMCA, Boys and Girls Club of Minneapolis and Penumbra Theatre. He currently serves as secretary of the national University of Minnesota Alumni Association.

David Kanatz (term expires in 1996) of Brooklyn Center, MN. He has been a University of Minnesota administrator for 35 years and thus understands the workings of the University from the inside. His involvement with the University and its regents has ranged from the Student Activities Bureau to Assistant Director of the student Financial Aid Office.

Alice Keller (term expires in 1992) of Winona, MN. She is an executive in her family-owned construction and development companies. As a member of the Minnesota Higher Education Coordinating Board, she has developed an expertise on public higher education issues in Minnesota. She has also served on a variety of community and state-wide organizations.

Reatha Clark King (term expires in 1994) of Maplewood, MN. Since November, 1988, she has been president and executive director of the General Mills Foundation and vice president of General Mills, Inc. Before this appointment, she served as president of Metropolitan State University for 11 years. She is past chair of the Board of the American Council on Education and the American Association of Higher Education.

Ronald McKinley (term expires in 1994) of Minneapolis, MN. He is executive director of the Minnesota Minority Education Partnership. Ron currently serves as chair of the Minneapolis Planning Commission and has served as a member of the Minneapolis Human Rights Commission and as a board member of the National Urban League.

Gregg Orwoll (term expires in 1996) of Rochester, MN. An attorney who is senior legal counsel for Mayo Clinic, he has served on the Board of Trustees of the William Mitchell Law School and is also a member of the University of Minnesota Law School Board of Visitors.

Rachel Quenemoen (term expires in 1994) of the Clarkfield/Dawson, MN area. She is executive director of Mainstay, Inc., a career counseling center for women, and has expertise in interagency planning and evaluation. She has served on the regional arts board and on several education advisory groups. Her family owns and operates one of Minnesota's "Century Farms", since 1886.

Thomas Renier (term expires in 1992) of Duluth is executive director of the Northeastern Minnesota Initiative Fund, part of the McKnight Foundation's effort to address economic, social and human needs of Greater Minnesota. He worked for 12 years with the Arrowhead Regional Development Commission, serving as deputy director for six years. He is also the founding director of a non-profit business development organization.

Catherine L. Righino (term expires in 1996) of Hibbing, MN. She is director of Older Adult Services at Itasca Medical Center in Grand Rapids. She has been a member of the Minnesota Board on Aging for 8 years. Cathy currently serves as vice chair of the Hibbing Housing Board, is an Advisory Council member to the Area Agency on Aging and recently was appointed to the Itasca Community College Gerontology Advisory Committee.

Ellen G. Sampson (term expires in 1992) of St. Paul, MN. She is a former member of the Minnesota State Ethical Practices Board who has taught political science at Augsburg College. She has also served as a Committee Administrator for the House Appropriations Committee and as Assistant to the Commissioner for Employee Relations. Ellen also serves on the Steering Committee for the Ramsey County Women's Political Caucus and on the executive council of the Labor and Employment Law section of the State Bar Association.

Katherine Sasseville (term expires in 1992) of Fergus Falls, MN. A lawyer, she is general counsel for the Otter Tail Power Company. She served as the first woman president of the University of Minnesota Law School Council and was a member of the Law School Dean Selection committee. She has served on the Minnesota Public Utilities Commission, chairing it in 1979.

Emily Anne Staples (term expires in 1994). She was a State Senator from 1977 to 1980 and has experience considering regent candidates after serving on the University of Minnesota Committee on Regent Selection in 1987. She has served on several boards at the University. She holds a Master's degree in Public Administration from Harvard's John F. Kennedy School of Government.

Tom Swain (term expires in 1996) of St. Paul, MN. He brings corporate management experience to the Council, as well as his experience as a University employee for several years. Tom is a retired executive vice president of the St. Paul companies, an active member of the Twin Cities Citizens League and the Minnesota News Council. He spent several years at the University as Athletic Scholastic Advisor and Athletic Ticket Manager.

Paul Thatcher, Sr. (term expires in 1994) of Minneapolis, MN. He has extensive corporate experience. He is currently chair of the board for: Lanier Industries, Inc., of Minneapolis; the Kathryn Conover Co., of New York, and the R.A.F. Corp., of Neodesha, Kansas.

The Rev. Hilary Thimmesh, O.S.B. (term expires in 1992) of Collegeville, MN. He is the president of St. John's University at Collegeville. He is a member of the Private College Council, the Central Minnesota Community Foundation and the Institute for Ecumenical and Cultural Research.

Jane Tschida (term expires in 1996) of St. Louis Park, MN. She is executive director of the Minnesota Trial Lawyers Association. She is also a member of the St. Louis Park City Council and currently serves as president of the Minnesota Government Relations Council.

Regent Candidate Advisory Council  
Procedural Rules

Introduction

The Regent Candidate Advisory Council was established by act of the Legislature of the State of Minnesota in 1988 to advise the Legislature in the election of regents of the University of Minnesota. Its duties are to develop a description of the duties of regents, outline criteria to be applied in recommending candidates, and identify and recruit at least two, and not more than four, qualified candidates for each opening on the Board of Regents.

The council consists of twenty-four members appointed according to the provisions of the legislative act establishing the Council. After initial appointments of one-third of the members each for two-, four-, and six-year terms respectively, the statute provides that appointments will be made in even-numbered years to terms of six years.

For purposes of conducting its business expeditiously, the Council has adopted the following procedural rules.

Rules Adopted by the Council

I. Officers

1. The officers of the Council shall be a Chair and one or more Vice Chairs as the Council shall, from time to time, deem advisable for the effective conduct of its business.
2. Officers shall be elected by a majority of the Council for two-year terms and shall serve until their successors are elected.
3. The first election of officers shall be for terms to expire at the annual meeting in 1989. Subsequently, the Council shall regularly elect officers at its first biennial meeting (Section III, #1) following biennial appointments to the Board of Regents. In the event of a vacancy, for whatever cause, the Council may elect an officer to complete the vacated term at any meeting by majority vote.

## II. Powers and Duties of the Officers

1. The Chair shall preside at all meetings of the Council, shall have a right to vote on all questions, shall appoint to all committees after consultation with the Council, shall schedule meetings and establish the agenda of meetings in consultation with the Council, shall be responsible for notice of meetings, and shall have such other powers and duties as the Council from time to time may prescribe.
2. The Vice Chair(s) shall perform such duties as may be delegated by the Chair or prescribed from time to time by the Council. In the absence of the Chair, the Vice Chair designated by the Chair shall perform the duties of the Chair.

## III. Meetings

1. The biennial meeting of the Council shall be called in the month of June of the odd-numbered years to review its proceedings, elect officers in accord with Section I, #3 of these procedures, establish committee memberships, conduct other business, and establish a schedule of regular meetings as required to carry out its duties and responsibilities.
2. Special meetings may be held at the call of the Chair, and it shall be the duty of the Chair to call a special meeting within thirty days at the request of five members of the Council.
3. Written notice of all meetings shall be sent to each member of the Council at least seven days before the date of the meeting. In the case of special meetings, the notice shall state the purposes of the meeting, and no business shall be transacted that does not relate to the purpose stated.
4. Whenever notice is required under the provision of these rules, a waiver of notice signed by the persons entitled to notice shall be deemed equivalent to waiver of the notice provision. Attendance at any meeting shall be conclusively deemed a waiver of notice unless the member appears at the meeting solely to object to the legitimacy of the meeting.

5. A majority of the Council shall be necessary and sufficient to constitute a quorum for the transaction of business, and the act of a majority of the members present and voting at a duly called meeting of the Council or of any committee shall be the act of the Council, or the committee, except as may be provided by statute or these rules. Once a quorum has been determined there shall be no further quorum calls and business may be conducted by a majority vote of those present and voting.
6. Meetings shall be conducted according to Robert's Rules of Order, except as otherwise provided in these rules.
7. Minutes of all meetings of the Council and committees of the Council shall be distributed to members of the Council.

#### IV. Action Without Formal Meeting

Any action required to be taken by the Council or any committee of the Council may be taken without a formal meeting by unanimous consent of the members. Meetings may be conducted by mail, telephone, or in any other way the Council approves. However, a written consent setting forth the action so taken and signed by all members of the Council or of a committee must be filed with the minutes of the meeting.

#### V. Committees

1. Standing committees shall be established as the Council deems advisable for carrying out its duties and responsibilities. The Chair and other members of standing committees shall be appointed by the Chair of the Council after consultation with the Council. Each standing committee shall include at least three members of the Council.
2. The Council Affairs Committee, the Candidate Recruitment Committee, the Legislative Affairs Committee and the Regent Affairs Committee shall be the standing committees of the Regent Candidate Advisory Council.
3. The Council through action taken in accord with provisions outlined in Section III, #5 of these procedures may at any time make adjustments to the name and/or charge of any of its standing committees.

4. A standing committee may be discontinued in accord with Section VI, Amendment of Rules, of these procedures.
5. The Chair of the council, after consultation with the Council, may from time to time, appoint special committees to assist in the business of the Council.

#### VI. Amendment of Rules

These rules may be changed or amended at any meeting of the Council by a two-thirds vote of those present, provided notice of the substance of the proposed amendment is sent to all members of the Council at least seven days before the meeting.

Adopted May 4, 1990

REGENT CANDIDATE ADVISORY COUNCIL

FACT SHEET

The Regent Candidate Advisory Council has prepared this fact sheet relating to the Council and to the selection of Regents of the University of Minnesota. The facts contained herein are statutory if so indicated, or otherwise are in accordance with the Workplan adopted by the Council.

A. What is the legal standing of the Council?

1. The Regent Candidate Advisory Council was created by the Legislature in its 1988 session and is composed of 24 public members appointed to six-year, staggered terms, one-half by the Speaker of the House, and one-half appointed by the Senate Subcommittee on Committees of the Committee on Rules and Administration.

B. What are the statutory duties of the Council?

1. To develop criteria for selection of Regents; and,
2. To develop a description of the responsibilities of Regents; and,
3. To recommend to the Legislature (not more than four, not fewer than two per position) Regent Candidates to be considered by the Legislature for election to fill the vacancies arising out of expiring terms of Regents.

C. How many Regents are there and what are their terms?

1. There are 12 Regents elected by the Legislature to six-year, staggered terms; four terms expire in every odd-numbered year. (Vacancies in unexpired terms of Regents are to be filled by gubernatorial appointment as required by law.)
2. Eight of the Regents represent each of the eight congressional districts of the state.
3. Four of the Regents are elected At-Large.
4. One At-Large Regent must (by statute) be a student enrolled in a degree program at the time of his/her election to the Board of Regents.

- D. How does one become considered for election as Regent by the Legislature?
1. By recommendation to the Legislature by the Regent Candidate Advisory Council.
  2. By self-nomination directly to the Legislature.
- E. How does one become considered by the Regent Candidate Advisory Council?
1. Self-nomination.
  2. Nomination by one or more citizens.
  3. Nomination by one or more legislators.
  4. Nomination by one or more members of the Council.
- F. When are nominations to the Council open?
1. Nominations open May 4, 1990 and close November 15, 1990.
- G. Must an application be filed?
1. Yes. Those nominated will receive an application form which must be completed and postmarked no later than December 1, 1990.
- H. Are nominations and applications public?
1. A nomination becomes public when the application is considered at meeting of the Council
- I. When does the Council take action on the nominations?
1. In January of each odd-numbered year, the Council will review all applications; determine which nominees to interview; set dates for the interviews; conduct interviews; and for each seat to be filled, recommend two to four persons to the Legislature for its consideration.
  2. Approximately the last week in February in each odd-numbered year, the Council selects Regent Candidates to be recommended to the Legislature.

J. When will the Regent Candidate Advisory Council advise the Legislature of its determinations and recommendations?

1. As required by law, the Regent Candidate Advisory Council shall on March 15th of each odd-numbered year advise the Legislature of its recommendations of Regent Candidates.

If you would like to receive a copy of the Regent Candidate Advisory Council's 1989 Report to the Legislature or if you need further information, please call or write:

The Regent Candidate Advisory Council  
c/o Mary E. Ryan  
Room 85, State Office Building  
St. Paul, Minnesota 55155  
(612)296-1121

REGENT CANDIDATE ADVISORY COUNCIL

BOARD OF REGENTS RESPONSIBILITIES

1. Clarify the mission of the University and approve programs necessary to achieve it.
2. Appoint, monitor, advise, motivate, support, evaluate and, if necessary or advisable, replace the President.
3. Approve major policies, long range plans, educational programs, and annual budgets while clearly delegating administrative responsibilities.
4. Accept fiduciary responsibility for the long term welfare of the University.
5. Ensure adequate resources -- human, financial, physical -- and effective management of those resources.
6. Preserve institutional autonomy recognizing that the preservation of autonomy requires accountability.
7. Ensure collaboration with other educational systems and with other institutions related to its mission.
8. Serve as a court of appeals when appropriate.
9. Enhance the public image of the University.
10. Monitor and evaluate the performance of the institution in achieving its goals and mission.
11. Regularly evaluate the Board's performance and take steps to improve it.
12. Assure that the University remains an equal opportunity institution.

REGENT CANDIDATE ADVISORY COUNCIL

CRITERIA FOR UNIVERSITY REGENTS

A. Personal

1. Integrity with a code of personal honor and ethics above reproach.
2. Wisdom and breadth of vision.
3. Independence.
4. An inquiring mind and an ability to speak it articulately and succinctly.
5. Ability to challenge, support, and motivate University administration.
6. An orientation to the future with an appreciation of the University's heritage.
7. The capability and willingness to function as a member of a diverse group in an atmosphere of collegiality and selflessness.
8. An appreciation of the public nature of the position and the institution including the open process of election and service.

B. Professional/experiential

1. Valid knowledge and experience that can bear on University problems, opportunities, and deliberations.
2. A record of accomplishment in one's own life.
3. An understanding of the Board's role of governance and a proven record of contribution with the governing body of one or more appropriate organizations.

C. Commitment

1. Commitment to education.
2. Enthusiastic understanding and acceptance of the University's mission.

## Criteria for University Regents

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3. An understanding of the land grant nature of the University and the higher education system in the state.
4. A willingness to commit the time and energy necessary to fulfill the responsibilities of a University Regent.
5. Willingness to forego any partisan political activity while a Regent that could be disruptive or harmful to the University.
6. The capability to foresee six to twelve years of constructive and productive service.
7. Overriding loyalty to the University and to the public interest rather than to any region or constituency.

### D. Student Regent

1. A Student Regent Candidate will be judged by the same criteria as other regent candidates and preferably be a current student.

REGENT CANDIDATE ADVISORY COUNCIL

INDIVIDUAL REGENT RESPONSIBILITIES

1. To seek to be fully informed about the University and its role in the state and in higher education and to be responsive to the changing environments which affect it.
2. To support the mission of the University.
3. To speak one's mind at Regents' meetings but support policies and programs once established.
4. To understand that the Regents' role is policy making and not involvement in administration or the management process.
5. To strengthen and sustain the President while being an active, energetic, and probing Board member exercising critical judgment on policy matters.
6. To communicate promptly to the President any significant concern or complaint and then let the President deal with it.
7. To defend the autonomy and the independence of the University.
8. To maintain an overriding loyalty to the entire University rather than to any part of it or constituency within it.
9. To represent all the people of Minnesota and no particular interest, community, or constituency.
10. To help enhance the public image of the University and the Board of Regents.
11. To recognize that authority resides only with the Board as a whole and not in its individual members.
12. To recognize that the President is the primary spokesperson for the University, and the Chairman of the Board is the only other person authorized to speak for the Board.
13. To foster openness and trust among the Board of Regents, the Administration, the faculty, the students, State Government, and the public.
14. To maintain a decent respect for the opinions of one's colleagues and a proper restraint in criticism of colleagues and officers.
15. To recognize that no board member shall make any request or demand for actions that violate the written policies, rules, and regulations of the Board or of the University.
16. To maintain the highest ethical standards and never to allow any personal conflict of interest to exist.



7. Current Work \_\_\_\_\_ Nature of Work \_\_\_\_\_

Description \_\_\_\_\_ Dates (Month/Year) \_\_\_\_\_

Address \_\_\_\_\_

(Street)

(Apt. #)

(City)

(State)

(Zip)

Telephone (\_\_\_\_) \_\_\_\_\_

8. Past work or other experience, including dates:

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9. Governing board experience and/or offices held (government, business, education, church, charities, other):

Organization \_\_\_\_\_ Position/Title \_\_\_\_\_ Dates of Service \_\_\_\_\_

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10. Do you see any possible conflict of interest in serving on the Board of Regents?  
If yes, please describe.

11. Please comment on your ability and willingness to commit to the time and energy demanded of those who serve on the Board of Regents.

12. Having read the enclosed description of the Regents' criteria and responsibilities, please describe how your experience and qualifications would enable you to be a good Regent

13. Please list three/four references the Council might talk to in connection with your candidacy. (The Council may also talk to others about your qualifications.)

<u>Name</u>	<u>Address</u>	<u>Organization/Firm</u>	<u>Telephone</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

I certify that all information in this application is factually correct, and do hereby consent to my nomination.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**NOTE: Please do not submit written endorsements, letters of recommendation, supporting documentation or additional materials unless otherwise requested.**

REGENT CANDIDATE ADVISORY COUNCIL

GUIDELINES FOR CONDUCT  
BY MEMBERS OF  
THE REGENT CANDIDATE ADVISORY COUNCIL

The conduct of members of the Regent Candidate Advisory Council should be guided by the same high ethical standards sought in candidates for the Board of Regents. Only in this way will the integrity and quality of the Council's work be preserved. These guidelines have been adopted by the Council to ensure that objective.

GUIDELINES

1. Members of the Council should support the mission of the University of Minnesota and be well informed about it, its role in the state, and the changing environments which affect it.
2. Members of the Council should be informed about the role of the Board of Regents and in particular understand the distinction between higher education governance and administration which establishes the relationship of the Board of Regents to the President of the University.
3. Members of the Council should be committed to seeking the best qualified persons to govern the University. They should not allow social, business or other relationships to influence their objective review of individual Regent candidates.
4. While members of the Council are chosen to be broadly representative of the congressional districts of the state, they should carefully avoid serving regional or private interests. In no circumstances should a member derive financial benefit from service on the Council.
5. Members of the Council should devote serious attention to the qualifications of candidates for the Board of Regents, debate the relative merits of candidates in a fair and objective manner, and support publicly and privately the selection of candidates once made.
6. Members of the Council should respect the role of the chairperson of the Council as its only spokesperson. Any communications about the Council with legislators, candidates or others should be objective and clearly indicated as personal.

Guidelines for Conduct

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7. Members of the Council should refrain from lobbying the Legislature or trying to influence public opinion on behalf of any candidate for the Board of Regents.
8. To safeguard the integrity of the Council, members should avoid exploiting their Council membership to influence individual Regents or the Board of Regents as a whole.
9. A member of the Council should not be a candidate for the Board of Regents.
10. Finally, the conduct of the members of the Council should promote public confidence in the Regent candidate selection process as a non-partisan, good-faith effort to secure the best-qualified candidates for the Board of Regents.

REGENT CANDIDATE ADVISORY COUNCIL

CANDIDATE CONFLICT OF INTEREST STATEMENT

Because the University of Minnesota in the breadth of its programs in education, service, and research touches almost every aspect of life in Minnesota, any list of highly qualified candidates for nomination to the Board of Regents will clearly include individuals with areas in which there may exist a potential for conflict of interest.

This may range from service on a Board of Directors where the institution may compete with a program in education or service may be similar to one offered by the University all the way to earning one's livelihood in a profession where it may have either a special interest in or competition with some part of the University's program.

Examples could be where an attorney may have a special interest in the law school curriculum, a philanthropic organization may fund programs at the University or in competing institutions, an individual working for an educational institution in a competing system or advising on a project receiving State funding, or one could manage an organization which could find areas in which competition could occur.

If an affiliation with any such organization which touches on some aspect of the University were to exclude one from service, the University would lose the benefits of the contribution of time, talent and energy from a number of highly qualified individuals whose history of public service and personal integrity would make them excellent Regents, recognizing where conflicts could occur, and abstaining from influencing the discussion or voting where appropriate.

After a series of interviews we find that what is most important in this area, is that individuals recognize where the potential conflicts are possible, that they acknowledge them publicly, and abstain from voting on any matters on which these affiliations could conceivably bias his/her vote.

What is important is that this Council has chosen people of the highest caliber and of greatest integrity and we are confident that they can and will be capable of carrying out their responsibilities with honor contributing greatly to the Governance of the University.

REGENT CANDIDATE ADVISORY COUNCIL  
POLICY ON LEGISLATIVE COMMUNICATIONS

The Council wishes to maintain clear and open communications with the legislature in an orderly fashion. The following policies will guide the Council and its members in its relations with the legislature.

1. In accordance with the guidelines for conduct for the Council, the Council chair is the primary and official spokesperson for the Council and the only person authorized to speak for the Council. Members of the Council speaking with the legislators will emphasize that they are speaking as individuals and not for the Council.

The chair, at his/her discretion, may delegate legislative contact to other members of the Council.

2. Legislative leadership and the leadership of the Education Committees in the House and Senate (both majority and minority), will receive copies of all Council minutes and documents.
3. If other legislators express an interest, they shall be sent the same written materials.
4. It is inappropriate for Council members to lobby on behalf of individual candidates for the Board of Regents at any time.

Effective proactive and reactive legislative communications can help ensure that our end product will be understood and accepted for what it is -- a good faith, intelligent endeavor to recommend worthy people as nominees for the position of University of Minnesota Regent.

(adopted by the RCAC November 2, 1990)

**REGENT CANDIDATE ADVISORY COUNCIL**  
**SELECTION PROCEDURES**  
**FOR**  
**RECOMMENDATION OF CANDIDATES TO THE LEGISLATURE**

**I. Guidelines for selection of finalists to be interviewed:**

- A. The Council will strive to interview no fewer than 10 qualified candidates for each open seat. Subject to change by majority vote, 16 candidates will represent the maximum number interviewed for each seat.
- B. Finalists shall be selected by ballot, with Council members voting for four nominees for each open seat. A simple majority of those voting (voting may be done by mail) will qualify a nominee as a finalist.
- C. Additional finalists may be added if so moved and seconded by Council members, and supported by a majority of those present and voting.
- D. No individual may be chosen as a finalist without having submitted a complete and signed Application Form.
- E. Finalists will be provided with evaluation forms to be completed by themselves and other knowledgeable persons. The interview of an individual finalist shall not be scheduled prior to the Council's receipt of completed self-evaluation forms. The completion of the additional evaluations will also be strongly urged.

**II. Selection Procedures**

**A. General Rules**

- 1. Regardless of the number representing total Council membership, no fewer than 18 Council members must be voting in order to elect a candidate for recommendation to the legislature. Absentee ballots will be allowed on first ballots only.
- 2. The numbers prescribed herein for each step of the balloting process shall not be reduced even if less than the full Council (24) is present and voting, thereby assuring that elected candidates are supported by no fewer than a majority of the full Council. If, during the time when this process occurs, one or more vacancy on the Council exists, the number constituting a majority may be adjusted accordingly.

3. These procedures pre-suppose the Council's intention to recommend 4 candidates for each open seat, realizing that fewer than 4 may finally survive the balloting. At any point, however, after the selection of at least 2 candidates for each open seat, selections may be closed by motion of any Council member with support of a majority of the full council membership.
4. No individual may be recommended to the legislature without having been interviewed and duly elected as prescribed herein.

**B. Voting procedures for individual District, student regent, or at-large, if only one at-large seat is open:**

**1. First Ballot:**

- a. In the initial ballot for each seat, each Council member votes for 4 candidates.
- b. If a candidate, or candidates, receives 16 or more votes, the individual with the highest vote total (or highest two individuals, if a tie) is elected.
- c. If no candidate receives 16 or more votes, there is no selection.
- d. Whether or not there is an selection, all candidates receiving no votes are eliminated. The candidate, or candidates, with the fewest number of votes are also eliminated, unless there is a motion adopted by a majority vote to deviate from this procedure.

**2. Subsequent Balloting:**

- a. Subsequent ballots will involve all remaining candidates, excluding those elected and those eliminated in prior ballots. The process for elimination of candidates will be the same in subsequent ballots as that used in the first ballot.
- b. Council members will vote for the number of open slots remaining after each prior ballot.
- c. In all remaining ballots after the initial ballot, only one person may be elected in each ballot.
- d. After the initial ballot, the number of votes required for selection will decline with each ballot to 15, then 14, then finally 13.

C. **Voting procedures for At-Large seats when two or more seats are open.**

1. **First Ballot:**

- a. Each Council member votes for the number of open seats times 4 (2 seats, vote for 8; 3 seats, vote for 12; etc.)
- b. If a candidate, or candidates, receives 16 or more votes, the individual with the highest, second highest, and third highest vote totals of 16 or more votes will be elected, provided there are no ties which make the determination ambiguous.
- c. If ambiguity does not permit the selection of any one (e.g., 4 candidates have 17 votes, the highest number), there is no selection.
- d. If no candidate receives 16 or more votes, there is no selection.
- e. Whether or not there is a selection, all candidates receiving no votes are eliminated. All candidates having the two smallest numbers of votes are also eliminated, unless there is a motion adopted by a majority vote to deviate from the procedure.

2. **Subsequent Balloting:**

- a. Subsequent ballots will involve all remaining candidates, excluding those elected and those eliminated in prior ballots. The process for elimination of candidates will be the same in subsequent ballots as that used in the first ballot.
- b. Council members will vote for the number of open slots remaining after each prior ballot.
- c. Until half of the available slots have been filled, the individuals with the highest, second highest, and third highest vote totals of 16 or more votes will be elected, provided ties do not create ambiguity and provided no more than half of the total slots available thereby be filled.
- d. In all ballots after half of the total available slots

have been filled, no more than one person will be elected on each ballot.

- e. After half of the total available slots have been filled, the number of votes required for selection will decline with each ballot to 15, then 14, then finally 13.

Regent Candidate Advisory Council

Statement of Diversity

The recommendations of the Regent Candidate Advisory Council to the Legislature for positions on the Board of Regents shall reflect diversity in terms of geography, gender, race, occupation, and experience.

The Regent Candidate Advisory Council visited 18 cities in the summer and fall of 1990 as part of its recruitment effort.

May 4: Roseville

June 1: Winona and Rochester

June 29: Anoka

July 6: Bemidji, Crookston, Detroit Lakes and Moorhead

July 27: West St. Paul and South St. Paul

August 3: White Bear Lake and Stillwater

August 15: New Brighton

August 17: Mankato and Austin

September 7: Fergus Falls and St. Cloud

November 2: St. Paul

REGENTS CANDIDATE ADVISORY COUNCIL  
QUESTIONNAIRE FOR LEGISLATORS

1. Now that the first cycle of the Regents Candidate Advisory Council has been completed, how would you rate the Council's efforts?

Excellent \_\_\_                      Good \_\_\_                      Fair \_\_\_                      Poor \_\_\_

2. Please rate Council's efforts in keeping legislature informed.

Excellent \_\_\_                      Good \_\_\_                      Fair \_\_\_                      Poor \_\_\_

3. Please rate quality of Council's candidates recommended to legislature.

Excellent \_\_\_                      Good \_\_\_                      Fair \_\_\_                      Poor \_\_\_

4. The Council is required by statute to recommend no fewer than two nor more than four candidates for each vacancy occurring. In 1989, the Council recommended four candidates per vacancy, for a total of sixteen candidates. Should the Council follow the same procedure in 1991?

Yes \_\_\_                      No \_\_\_

If no, how many candidates should the Council recommend?

\_\_\_\_\_

Other comments \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

5. As you know, the leadership appointed a select joint committee of the legislature, composed of the Education Committees of both Houses and the Higher Education Divisions of the Appropriations and Finance Committees. The purpose of the Committee was to interview Council nominees and others and to recommend four candidates for election by the Legislature. Most candidates appeared only briefly before this Committee. The membership of the Select Joint Committee was about 70 members or one-third of the Legislature. Should this Committee be repeated in 1991.

Yes \_\_\_                      No \_\_\_

If no, what size Committee would be better?

\_\_\_\_\_

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How should it be composed?

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How much time should each candidate spend before the Committee?

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How should this Committee relate to the Majority Caucus recommendation for Congressional District Candidates?

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6. How could the Council better prepare candidates for the Legislative Process given the disparity in resources, relationships, and geographic distances among the candidates?

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7. How may the Council modify its activities to be of greater assistance to the Legislature?

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8. What other suggestions do you have for improving the Council process and the Legislative process?

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### Survey Results: RCAC Survey of Legislators

36 completed surveys returned

1. Now that the first cycle of the RCAC has been completed, how would you rate the Council's efforts?

17	Excellent
15	Good
4	Fair
0	Poor

2. Please rate Council's efforts in keeping legislature informed?

9	Excellent
19	Good
6	Fair
2	Poor

3. Please rate quality of candidates recommended by the Council.

21*	Excellent	(one legislator split the vote:
15	Good	1 excellent for the 'adult'
1*	Fair	candidates; 1 fair for the
0	Poor	student)

4. Should the Council recommend 4 candidates for each vacancy?

29	Yes
6	No
1	??

If no, how many candidates should be recommended

"Just two."

"I would prefer you present 1 candidate per position - or at the most two - well-chosen, balanced slate and then allow floor nominations."

"Three."

"Two, no more than three; we don't have the time to give the candidates a fair review. Only candidates that are selected by Council should come and lobby legislators."

"We should be given 3 or 4 people to choose from."

"Two."

Other comments:

"I was well pleased with the way it went. The Council did a good job."

"Select four if there are four very good candidates. It would be ok to select two or three if the choices were noticeably better than remaining candidates."

"Very few women and minorities applied, not a large group for the committee to choose from. Result: 40 white males. Women and

minorities should be recruited. Should have limited pool for joint committee to those 16 plus 4 from legislature."

"Maybe I'm wrong but I think you'll scare away candidates if most of the finalists are publicly rejected. It's important to find out from last year's finalists what they thought of the process. Maybe I'm wrong; maybe misery loves company."

"My concern is that the Council keep socio-economic status in the forefront when making candidate recommendations."

5. Should the select Joint Committee be repeated in 1991?

14	Yes
18	No
3	??
1	Did not answer

If no, what size Committee would be better?

"About 20."

"All University of MN graduates in the legislature should be included. No one in the legislature cares more than its graduates and they were not all on the Education Committee."

"Not over 30."

"Maybe the joint committee is the best solution available. I'm less comfortable with inviting those not recommended by the RCAC."

"Yes - however, it was very large to work with (I was a member) but I don't know how I would cut its size."

"I believe the committee size was ok, but there was just too many candidates which took too much of our time. I know other there were only very few Legislators there."

"Smaller - perhaps 30."

"Somewhat smaller."

"A committee of no more than 10 people, 5 DFL and 5 IR to give no one party control."

"About 40."

"I believe there should be a smaller select committee named by the Chairs of the Education Committee."

"20-30"

"10 Senators and 20 Representatives."

"Interviews: I'm not sure this is necessary at all - I prefer to meet privately with candidates - but it may be more fair to candidates from greater Minnesota. Recommendations: The 4 Joint Committees give a good cross section for making recommendations."

"A smaller group of legislators committed to attending the interview meetings coming out of these committees. Again, I believe there should be a concerted effort to have a good socio-economic, geographic, etc., representation."

"Although the committee was large, it functioned quite well. The size assured a strong base of support for the candidates."

"About half as many and they should only interview those 2 or 3 candidates."

"Select the top four candidates and leave all the legislators decide the final people for office."

"15 or so."

"About 21."

How should it be composed?

"It should be fairly bi-partisan; 6 appointed by each majority party  
4 appointed by each minority party."

"From the same committees but fewer people with proportionate  
representation from House and Senate."

"It could probably be composed of randomly selected legislators -  
but education committee will want to do it."

"A small number of advisory should screen the candidates to four and  
the whole council choose 2 for each position."

"One-half IR and one-half DFL appointed by leadership of the  
caucuses."

"Appointed by speaker and Senate majority leader."

"The same as 1989."

"Higher Education Committee."

"Higher Education and speaker and majority leader appoint to insure  
urban/rural as well as bi-partisan representation."

"I suggest one day be set aside well in advance for all legislators  
who wish to participate to do so. There should be no competing  
committee meetings. Last year, there was sporadic attendance at the  
four meetings and it was unfair to candidates. The 16 nominees  
should be interviewed first as a group. Others can be interviewed  
later."

"Chairmen should name the members."

"If a smaller committee is desired, it should be composed of the  
higher education policy and appropriations divisions of both  
houses."

"Same % as is of Senators and House."

"Some legislators, some regular folks."

"1/3 House, 4 majority, 3 minority; 1/3 Senate, 4 majority, 3  
minority; 1/3 general public, at least half U of M graduates."

How much time should each candidate spend before the committee?

"5 minute presentation and then time for questions."

"20-30 minutes."

"One hour."

"30 minutes."

"30 minutes, if possible."

"I think the format used in 1989 worked well when legislators were  
prepared with good questions. It seemed less satisfying when the Q  
& A part didn't happen."

"15-30 minutes."

"5 minute presentation, 5 minutes for questions."

"at least 15 minutes."

"at least 15-20 minutes."

"minimum of 15 minutes."

"5-10 minutes."

"15 minutes."

"at least 15 minutes."

"15 minutes."

"20 minutes."

"20-30 minutes."

"The time will depend on the number of candidates. Many candidates visit privately with committee members; extensive committee time usually isn't necessary."

"30 minutes."

"Time before the committee seemed adequate."

"Three minute presentation, 5 minutes for questions only."

"30 minutes."

"Brief."

How should this Committee relate to the Majority Caucus recommendation for Congressional District Candidates?

"They should strongly consider the Congressional requests."

"If Council application process works it should recommend applicants from both political parties for each Congressional district."

"Recommendations should be given to Congressional delegation."

"I would place quality of candidates above congressional district representation but realize the reality of the situation."

"I think they should go through the RCAC process first - then if not recommended, they should be permitted to present themselves to the Committee - at least for now. I'd personally prefer to only RCAC candidates in the Committee."

"Each candidate should be treated as an equal."

"The same."

"The majority caucus recommendation for Congressional district candidates."

"Why just Majority Caucus?"

"The committee was appointed by the Rules Committee (bipartisan) not the Majority Caucus."

"I favor abolishing majority caucus recommendations."

"From the pool of approved candidates."

"Should give great weight to the Congressional District recommendations."

"Should not."

"What does this mean?"

"Identify who comes from each Congressional District."

"I believe in making recommendations by Congressional (bi-partisan) caucus."

"Since these candidates have been screened by the congressional district caucus, they should appear before the committee to make their positions known. They should not require as much committee time as at-large candidates do. (NOTE: The recommendation is not made by the majority caucus; the recommending caucus is made up of minority and majority members who represent portions of the particular congressional district.)"

"I don't know."

"Shouldn't"

"It does not relate."

## 6. How should the Council better prepare candidates for the Legislative process?

"Simply indicate that it is a political process where votes count. Encourage candidates to meet legislators one on one and ask for their vote."

"Not Council's responsibility."

"Pay mileage."

"Brief them on what they might expect as well as see the room where the hearing will be held."

"I'm not sure. This is something that needs work by the Legislature. We need to find a way to create a forum for candidates and reduce the dependency on personal office visits."

"Each one should be encouraged to at least observe a hearing and session of each house. Also, to at a minimum know their own legislators. A personal contact one-on-one would be advisable. Some of last year's candidates did not make a personal contact with me."

"The Legislative process should be similar to the Council's process so we can evaluate the candidates on the same criteria the Council did."

"Help prepare them for what to expect from the process. Work with legislative leadership to discourage individuals from intensive personal lobbying, visits, calls."

"If they are interested in being a regent, they will take the time to come."

"Candidates should not require preparation for the legislative process."

"I don't know - good question - perhaps there is no answer."

"Don't know how you do it now."

"Expect the unexpected."

"Keep it to 20 candidates, provide orientation."

"Tell them to have brief, concise responses read for the most frequent questions by the Council surveying in advance what the legislators concerns will be."

"This is the legislature's job - we need to shorten the time period for consideration of candidates, and focus interviews to one or 2 days. The 16 nominees should all be interviewed at same time slot, if possible. This would encourage greater attendance of legislators. Nominees should be informed by Council that they may have to spend several days talking with legislators - if this is not acceptable, their chances may be diminished."

"Candidates should recognize that the state constitution requires regents to be "elected", not appointed. As with any elective office, this implies a competitive process. Candidates must be prepared to commit the time and resources necessary if they want to win the election, just as candidates for election to the legislature make this commitment."

"If a person wants to be a Regent, they will find a way."

"Possibly the Council could prepare a completed application form for presentation to the Legislature giving everyone an equal presentation form. The Council could list reasons the candidate was selected (strengths/weaknesses)."

"Give the 2 or 3 candidates a workshop on how."

"Set up a special time for getting acquainted with candidates by appointment in a group setting."

"I believe candidates applying have been well informed by Council information sheets."

7. How may the Council be of greater assistance to the Legislature?

"I think the Council worked well. It is the Legislature that needs to change its perspective and process."

"I feel the Council should interview/screen the candidate and the legislature should ratify. No separate committee of the Legislature needed."

"Maybe what should be done is ask how and what the Legislature can do to be of greater assistance to the Council."

"Keep us better informed of the Council's actions."

"I think the Council did an excellent job."

"Narrow candidates to two and only those two can come and lobby us. The four candidates that passed screening may send the committee letters and resume."

"I don't think any changes are needed."

"Recognize that your recommendations are simply recommendations and that it's the constitutional duty of the Legislature to select the process and elect the regents."

"You did a good job."

"You're doing well; invite us in small groups to update us."

"Ask candidates their political affiliation."

"The Council was great - the legislative process still needs improvement."

"As a newly constituted body, the Council made an outstanding effort. The legislature was presented with an excellent slate of candidates. The only dilemma was having to make the choices among this fine group."

"Give us a rating from your score cards."

"The legislature needs to be better informed of the activities of the Council."

"Listen well to the legislators needs in the final selection for candidates."

"Not familiar enough with the Council's operation."

8. What other suggestions do you have for improving the Council?

"Take into consideration the recommendations of the student government groups when deciding on the student regent. The Council must do a better job of listening to the students and those individuals involved in the student associations."

"The time between the RCAC recommendations and the Legislative process should be reduced dramatically. We need to set a brief time frame between the RCAC completion and the final legislative selection."

"Make sure you seek out high quality outstate candidates. They

exist but it is harder to find them than metro candidates."

"The less formal 'receptions' away from the capitol were the most informative contacts in my opinion. Maybe a long time slot in this activity would be of benefit."

"Keep costs down, keep candidates time and costs down keep our time down."

"Give us a good pool of candidates but don;t try to exclude the legislature from the process. It is at least a partly political process and it should be. Regents are political leaders and need to have a good relationship with legislators."

"Keep partisan politics out of the process."

"It is a cooperative effort and is successful only when both work together to insure the best selection."

"So far, so good."

"The main problem was that we (legislators) could add so many names and that resulted in way too many candidates which diminished time for credible candidates."

"Encourage legislature to be less susceptible to special interest groups and to assure good candidates who also can secondarily satisfy special interests."

"A list of legislators who wish to meet with candidates privately should be developed and distributed to nominees so they don't have to keep calling all the other legislators for appointments."

"It is difficult from my perspective to judge the process. the outcomes, as I mentioned before, were quite good. Since you have experienced the day to day process, you are the best judges of any problems. Do you have any suggestions or recommendations as to how the legislature can change the law to help you?"

"Shorten it, fewer Council members, fewer legislators, keep cost down, utilize people's time efficiently, including candidates."

Regent Candidate Advisory Council  
Finalists for University of Minnesota  
Board of Regents, 1991

- District 1: James B. Foss, Kenyon  
Tom Gagnon, Faribault  
Karen Gray, Spring Grove  
Charlie Herrmann, Owatonna  
Carol J. Kamper, Rochester  
James H. Manahan, Mankato  
Jane B. McWilliams, Northfield (withdrew)  
H. Bryan Neel, Rochester  
Karen E. Nielson, Winona  
Nedra M. Wicks, Rochester  
George H. Winn, New Prague  
Eduardo Wolle, Northfield
- District 4: David L. Beaulieu, St. Paul  
Ronnie L. Brooks, St. Paul  
Carolyn A. Cochrane, Mendota Heights  
Janet Dolan, New Brighton  
Michael<sup>W</sup> J. Galvin, Jr., St. Paul  
Jean E. Hart, White Bear Lake  
Lawrence J. Hayes, St. Paul  
Linda L. Hoeschler, St. Paul  
Terry Hoffman, St. Paul (withdrew)  
Roger Katzenmaier, Roseville  
David R. Metzen, South St. Paul  
Roger F. Noreen, St. Paul  
Arthur W. Sands, Jr., St. Paul  
Placida Venegas, Roseville  
Ann Wynia, St. Paul  
Biloine Young, St. Paul
- District 6: Wendell R. Anderson, Wayzata  
Harry E. Atwood, Tonka Bay (withdrew)  
Carol Banister, Lake Elmo  
Elizabeth M. Bennett, Excelsior  
David C. Gray, Deephaven  
Bette M. Hammel, Wayzata  
Michael E. Hart, Forest Lake  
Christine A. Morrison, Wayzata  
Carl N. Platou, Wayzata  
Gail S. See, Wayzata  
Gerald W. Timm, Deephaven
- District 7: Gretchen U. Beito, Thief River Falls  
Joseph Bouvette, Hallock (withdrew)  
Bryon L. Graves, Bemidji  
James R. Heltzer, Bemidji  
Jay Myster, Fergus Falls  
Virginia R. Portmann, Fergus Falls  
Mary Preisler, Bejou  
Stanley Sahlstrom, St. Cloud

Name of Applicant: \_\_\_\_\_

Please answer the following question by putting a checkmark in the appropriate space. If you do not know the answer or feel it does not apply or is not appropriate, please check the N.A. (not appropriate) space. The question is: To what degree does the applicant fulfill each of the Criteria for a University Regent listed below?

REGENT CANDIDATE ADVISORY COUNCIL  
CRITERIA FOR UNIVERSITY REGENTS

A. Personal

1. Integrity with a code of personal honor and ethics above reproach.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

2. Wisdom and breadth of vision.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

3. Independence

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

4. An inquiring mind and an ability to speak it articulately and succinctly.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

5. Ability to challenge, support, and motivate University administration.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

6. An orientation to the future with an appreciation of the University's heritage.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

7. The capability and willingness to function as a member of a diverse group in an atmosphere of collegiality and selflessness.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

8. An appreciation of the public nature of the position and the institution including the open process of election and service.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

B. Professional/experiential

1. Valid knowledge and experience that can bear on University problems, opportunities, and deliberations.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

2. A record of accomplishment in one's own life.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

3. An understanding of the Board's role of governance and a proven record of contribution with the governing body of one or more appropriate organizations.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

C. Commitment

1. Commitment to education.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

2. Enthusiastic understanding and acceptance of the University's mission.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

3. An understanding of the land grant nature of the University and the higher education system in the state.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

4. A willingness to commit the time and energy necessary to fulfill the responsibilities of a University Regent.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

5. Willingness to forego any partisan political activity while a Regent that could be disruptive or harmful to the University.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

6. The capability to foresee six to twelve years of constructive and productive service.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

7. Overriding loyalty to the University and to the public interest rather than to any region or constituency.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

D. Comments

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Signature \_\_\_\_\_

Affiliation \_\_\_\_\_

## QUESTIONNAIRE FOR REGENT CANDIDATES

Name of Applicant: \_\_\_\_\_

Please answer the following question by putting a checkmark in the appropriate space. If you do not know the answer or feel it does not apply or is not appropriate, please check the N.A. (not appropriate) space. The question is: To what degree has the applicant fulfilled each of the individual Trustee Responsibilities listed below?

REGENT CANDIDATE ADVISORY COUNCIL  
INDIVIDUAL TRUSTEE RESPONSIBILITIES

1. To seek to be fully informed about the institution and to be responsive to the changing environments which affect it.  
High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_
2. To support the mission of the institution.  
High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_
3. To speak one's mind at board meetings but support policies and programs once established.  
High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_
4. To understand that the trustee's role is policy making and not involvement in administration or the management process.  
High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_
5. To strengthen and sustain the management of the institution while being an active, energetic, and probing Board member exercising critical judgment on policy matters.  
High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_
6. To communicate promptly to the head of the institution any significant concern or complaint and then let that individual deal with it.  
High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_
7. To maintain an overriding loyalty to the entire institution rather than to any part of it or constituency within it.  
High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

8. To represent all the people involved in the institution and no particular interest, community, or constituency.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

9. To help enhance the public image of the institution and its Board.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

10. To recognize that authority resides only with the Board as a whole and not in its individual members.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

11. To recognize that the head of the institution is the primary spokesperson, and the Chair of the Board is the only other person authorized to speak for the Board.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

12. To foster openness and trust among the Board, the Administration, and the public.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

13. To maintain a decent respect for the opinions of one's colleagues and a proper restraint in criticism of colleagues and officers.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

14. To recognize that no board member shall make any request or demand for actions that violate the written policies, rules, and regulations of the institution.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

15. To maintain the highest ethical standards and never to allow any personal conflict of interest to exist.

High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_ N.A. \_\_\_\_\_

16. Comments

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Signature \_\_\_\_\_

Affiliation \_\_\_\_\_

## REGENT CANDIDATE ADVISORY COUNCIL

85 State Office Building

Saint Paul, Minnesota 55155

(612) 297-3697

January 11, 1991

TO: Finalists  
FROM: Regent Candidate Advisory Council  
RE: Attached Questionnaires

The Council is pleased to advise you that you have been selected as one of the finalists for the University of Minnesota Board of Regents seat in your district. Enclosed is a copy of the press release announcing the selections.

Interviews of all finalists will be conducted on February 26, 27, or 28th, March 4, or March 5. Please hold these dates until you have heard from our staff in regard to a specific time for your interview.

In fulfilling its charge from the legislature, the Council seeks to get as much information as feasible on the effectiveness of each finalist's service on boards which are relevant to service on the Board of Regents.

The RCAC has determined that the fairest way to assess board performance is to base it on the Criteria for University Regents and Individual Regent Responsibilities. In the case of Individual Regent Responsibilities slight changes have been made in the wording of the document adopted by the Board of Regents to make it relevant to service on any board of trustees or comparable governing body.

We therefore request that you complete the attached questionnaire giving us your own appraisal of how well you meet the criteria and have fulfilled the responsibilities of a member of one or more governing boards.

We also request that you ask three qualified individuals who are in a position to judge your service on a governing board to complete the questionnaire. If you or they are unable to answer a particular question or if it does not seem appropriate, please check the N.A. (not applicable) space. All questionnaires should be returned to the Regent Candidate Advisory Council, Room 85, State Office Building, 100 Constitution Avenue, St. Paul, MN 55155, as soon as possible and no later than January 31, 1991. We ask you to be responsible for the return of all four questionnaires.

Thank you for your cooperation. We look forward to receiving your questionnaires and to our meeting with you on the day your interview is scheduled.



Kenneth N. Dayton  
Chair

If a position on the Board of Regents becomes vacant and the Legislature is not in session, the Governor has a duty to appoint a replacement. The Governor may ask for assistance from the Regent Candidate Advisory Council (RCAC) to fill such a vacancy. In this event, the RCAC would need approximately four weeks to complete its recruitment, interviewing and recommendation process.

Week One:

Announcement of the opening to the public including the timetable:

Printed announcement in the state register.  
Press release - possibly in conjunction with a press conference. Request help from legislators to aid with local media.  
Notify all of our networks - possibly using the press release.

Notify the Legislature

Legislative leadership and the Chairs of the Education Committees should be the first to be informed of the Governor's decision to use the RCAC.

All current legislators, and if after an election, all legislators elect, should be notified of the vacancy.

Even though this appointment must be made by the Governor, it is important to keep the Legislature apprised of the RCAC's activities. If the district caucuses or the Chairs of the Education Committees want to be involved in the process, the RCAC should discuss this aspect with the governor in order to come to a mutually satisfactory agreement.

Public Meetings

If the vacancy is from a congressional district, and if possible, schedule 2 town meetings in the district and make a concerted effort to contact local people and to get publicity. In the event of an at-large vacancy, if time permits, increase the number of town meetings.

Page 2

WEEK 2

Hold public meetings.,  
Completed applications mailed to RCAC members as they are  
received so that members may begin their review.

WEEK 3

RCAC votes for finalists to interview.  
Candidates are notified and interviews scheduled.

WEEK 4

Candidates are interviewed.  
RCAC votes on final recommendations which are forwarded  
to the Governor

rcacgov